A Study on Job Satisfaction Level of Multigenerational Employees in E-Commerce Startups in India

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Certificate

I hereby declare that the short synopsis “A Study on Job Satisfaction level of Multigenerational Employees in E- commerce Startups in India” being submitted in partial fulfillment of therequirement for the degree of Doctor of Philosophy In management under faculty of Managementstudies of Manav RachnaInternational Institute of Research & Studies, Faridabad during the academic year 2021-22.It is a bona fide record of original work carried out under the supervision of Dr. Farhat Mohsin and has not been submitted in full or part to any other university or institute for degree or diploma. Further, it is certified that short synopsis is plagiarism free and proof has been submitted.

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ABSTRACT

The following Research focuses on “A Study on Job Satisfaction level of Multigenerational Employees in E- commerce Startups in India”. Startups define the Indian economy through their cultivation of creative innovation that has proved to improve the lifestyle of people. It ensures Indian economy to be at par with the emerging trends of globalization. In this study, our focal point would be to acknowledge the elementsof the movement of multigenerational individuals in startups and to understand the expectations through extensive pivoting of the factors that affect in job satisfactionin terms of Human resource practices. The aspiration of employees and their expectation from their respective companies are a huge matter of concern today as it is the major cause of a company’s rise and fall. Many multi-national companies offer exciting outlook and culture to attract the best talents and efficient workforce by executing various activities from time to time. Diversity of workforce is advised in every company for a global reach in a globalized market like that of India. Startups, on the other hand, provide a comprehensive digitization strategy and expect a dash of innovation from their employees. Indian startups depend on fresh graduates who are keen to explore their area of research and create their own brand. Undoubtedly, there are multiple challenges that a startup goes through while building their reputation in a huge economical market like that of India. Multigenerational employees too face challenges with respect to job satisfaction in the startups they work in. In this research, we will explore the possible factors of human resource strategies that startups consider to retain their employees, increase job satisfaction levels and we will probe on the suggestions and recommendations we can offer to implement for startups to succeed in a global market with a multi-generationalworkforce.

Keywords: Job Satisfaction, Digitization, E-commerce, Startups, Multigenerational, Global Market, Human Resource Management, Innovation, Diversity, Entrepreneurship.

CONTENTS

Sr No	Description	Page No
1	**Introduction**	
	1.1 Startups in India – At Glance	1-2
	1.2 E- commerce Startups	3 - 5
	1.3Importance of Job satisfaction	6
	1.4Important Factors affecting Job satisfaction	6-7
	1.5 Generational Diversity in Startups	8-9
	1.6 Challenges faced by workforce in organization	9
2	**Literature review**	
	2.1 Job Satisfaction level of employees in Startup	10-11
	2.2 Multigenerational challenges in workplace	11-13
	2.3 E commerce Startups – Evolution and Growth	13-14
	2.4 Factors affecting Job satisfaction in Startups	14-15
3	**Description of Broad Area**	16
4	**Research Methodology**	
	4.1 Objectives	17
	4.2 Design	18
	4.3 Sampling	18
	4.4 Sample Size	18
	4.5 Data Collection	18
	4.6 Questionnaire	18
	4.7 Statistical Techniques	18
5	**Expected Outcome of Research**	19
	References	20-21

1. INTRODUCTION

Startups are no longer an uncommon word. It has paved a way for transformation in this era of digitization and globalization. Every individual in the globe understands the meaning of startups and what they stand for. It is no wonder to anyone regarding the constant rise of Startups across the globe. India itself has a total of 50,000 startups and the number is still increasing as the days goes by. It can be said proudly that Indian Startups ranks third in the Global startup ecosystem. The primary focus of Startups depends upon the innovation and the idea of the Business model. Prime Minister Shri, Narendra Modi started a Startup India campaign to provide a boost to entrepreneurship in 2016. Startups have had a consistent failure rate due to various factors but that has not affected the individuals to venture out and strive for recognition in the global market. These are projects that are means of self-employment. Our research will mainly focus on the E commerce startups dynamic approaches and their satisfaction levels in terms of a multigenerational workforce in India.

1.1 Startups in India – At Glance

India alone spawned 44 unicorns in 2021, or firms valued at more than $1 billion, and Indian startups raised $42 billion. And with a position of three, India today boasts one of the biggest startup ecosystems worldwide. This growing startup ecosystem in the country is a consequence of the government encouraging people to start startups and innovate something new through Startup India Programme which was launched in 2016. Recently, in April 2021, the government launched a scheme called “Startup India Seed Fund Scheme” under this scheme government provides financial support to early-stage startups. In addition to making new India Government of India [GOI] recently announced “National Startup Day” will be celebrated every year on 16th January and our country celebrated first National Startup Day on 16th January 2022. This action by the government is really going to help India’s startups ecosystem to achieve new milestones.

“Entrepreneurship is ranked higher than positions such as financial prospect and enterprising society. In a developing nation such as India, the government should regulate entrepreneurship and stimulate the commercialization of new ideas by replicating the startup milieu found in wealthy countries. The Ministry of Human Resource Development and the Department of Biotechnology have agreed to work together on a project to establish more than 75 of these types of startup assistance hubs at National Institutes of Technology, Indian Institutes of Information Technology,

Indian Institutes of Science Education and Research, and National Institutes of Pharmaceutical Education and Research."

"The Division for Promotion of Industry and Internal Trade (DPIIT) is tasked with coordinating the Startup India proposal's execution with other public bodies. Apart from DPIIT, the Startup India initiatives are primarily driven by five Government Departments: The Department of Science and Technology (DST), the Department of Biotechnology (DBT), the Ministry of Human Resource Development (MHRD), the Ministry of Labour and Employment, the Ministry of Corporate Affairs (MCA), and NITI Aayog. The government of India has been working hard to make the goal of the Startup India project a reality.Significant progress has been made as a result of the Startup India initiative, which has sparked an entrepreneurial spirit across the country. The Reserve Bank of India announced that it will take initiatives to improve the country's 'ease of doing business' and contribute to an ecosystem that fosters the growth of start-up firms."

"Following proper elements by state and federal governments is boosting growth and fostering an entrepreneurial culture in the country." The construction of infrastructure, co-working spaces, incubators, and accelerators, as well as, in certain circumstances, access to funding and the market, are made possible by government efforts and policies that are fostering an atmosphere that is beneficial for entrepreneurs. As a component of the Startup India strategy, which places a strong emphasis on "Industry-Academia Partnership and Incubation," the Union Ministry of Human Resource Development has announced intentions to construct "Research Parks" in collaboration with higher education institutions across India." The initiative, which intends to offer students with access to cash and entrepreneurial guidance, has secured a Rs.100 crore first investment."

"In February 2016, the Innovation in Mobile App Development Ecosystem (I-MADE) programme was also launched. It is a collaboration of The Department of Telecommunications (Govt of India), Telecom Centers of Excellence (TCOE), EVC Ventures, and Unified that aims to assist Indian entrepreneurs in creating mobile app firms. The curriculum is set to run for five years and has been developed in collaboration with 11 Indian colleges."

1.2E commerce Startups

Smartphones and Internet have become a daily essential for the world now. No one can be seen without a Smartphone or internet as it helps the users to be more technologically friendly and useful for everyday need. Today, we go to the internet and apps for anything we need. From makeup to buying daily groceries, people prefer to do it at their own convenience and get the door step delivery for it. E commerce startups saw this as an opportunity and started innovating their business models for increasing comfort and standard of living of everyindividual

E commerce startup can be defined by a website or application on laptops or Smartphones that helps the customer to buy the product of their need through the use of internet and paying the business through an online payment mode. This era of globalization has made everything hassle free. E commerce startups have several advantages of their own:

1. Consumers can save their time and money by travelling to several places for different products.
2. Anyone can shop from anywhere, be it from workplace or from home. The consumers are ensured about the delivery time as well as per their convenience
3. The buying process is faster andsimpler.
4. Consumers can compare the prices of several products from oneapplication.
5. E commerce startups make sure that the consumers feel satisfied by advertising and marketing their bestdeal.

Year after year, the digital sector expands, strengthens, and expands prospects due to factors such as increased internet access, smartphone penetration, and inexpensive data plans. Here are the top 10 Indian e-commerce companies that look to have a bright future.

a. Myntra - “Myntra is India's leading e-commerce startup, with the purpose of making fashion and lifestyle commodities accessible to everybody. It is a one-stop shop for all fashion advice. Myntra is a Bengaluru, Karnataka-based Indian fashion e-commerce startup”.

b. MG - “1mg is a pharmacy that is only available online. It was founded in 2015 by

"Sameer Maheshwari, Prashant Tandon, Gaurav Agarwal, and Vikas Chauhan". This website assists customers in learning more about their prescriptions and locating more cost-effective alternatives. 1MG, which was launched in 2015, is a market leader in the eHealth space, providing clients with convenient and low-cost access to medications, health and wellness products, diagnostics, and teleconsultation".

c. Zomato- "Zomato is a meal delivery service that connects consumers to restaurants in 24 countries across the world. It has over 55 million members. Deepinder and Pankaj established Zomato in 2008 as a firm that provides content to restaurants to help its customers make informed decisions before dining out. Zomato, a food IT company, connects customers with restaurants and allows them to get tasty meals delivered to their homes. "Millions of restaurants are listed, and each month, over 28 million meal orders are delivered."

d. Flipkart - "Flipkart is an e-commerce business headquartered in Bangalore and incorporated in Singapore as a private limited company. They began by selling books online before expanding into consumer devices, fashion, home necessities, consumables, and lifestyle items. It is a prominent eCommerce site in India, competing with Amazon in the selling of gadgets and mobile phones".

e. Lenskart - "Lenskart is indeed an Indian e-commerce website for eyeglasses based in Faridabad, India. As of September 2019, Lenskart was available in 70 Indian cities. Every month, the Lenskart manufacturing unit in Delhi produces 300,000 glasses"

f. BYJU'S - "Raveendran, located in Bangalore, founded Byju's in 2015. Byju's has received funding from notable investors such as Owl Ventures and Tiger Global Management, as well as Sequoia Capital, Tencent, and Times Internet. BYJU'S is India's largest ed-tech company and the creator of the country's most popular school learning app, which offers highly adaptive, engaging, and effective learning programmes for children in LKG, UKG, grades 1–12 (K-12), and competitive exams like IIT-JEE, NEET, and IAS"

g. Zivame - "Zivame, a lingerie company launched in 2011 by Richa Kar, is recognised as one of the earliest fashion firms, offering hundreds of styles ideal for Indian ladies. Zivame was formed after realizing that lingerie is an undeveloped or underappreciated segment of the women's clothing market in India. It has already grown to become India's

largest Lingerie Store EBO network, with over 30 retail locations".

h. Paytm Mall - "Paytm Mall is an online shopping mall that sells anything from accessories to cooking supplies and everything in between. It's simple, quick, and trouble-free. You've had your desired item delivered to your doorstep. Paytm Mall promises to contain over 2.5 billion goods, Paytm, launched by Vijay Shekhar Sharma in 2010, has revolutionized the physical world"

i. Nykaa - "Nykaa.com is a prominent online retailer for beauty and wellness products in India. With items, and delivery across India, it has become a one-stop shop for females looking for affordable cosmetic brands and fashion. It was designed in 2012 by Falguni Nayar. Nykaa Fashion was created in 2018 after it expanded its reach and began supplying fashion products in 2015. Nykaa presently offers 76 retail locations and a variety of E-commerce channels, including websites and mobile apps".

j. Limeroad - "Limeroad is a Gurugram-based company founded by Suchi Mukherjee in 2012. While Mukerjee was on maternity leave, she came up with the idea for Limeroad. Tiger Global Management, Lightspeed India Partners, Matrix Partners India, and Lightspeed Venture Partners are among its investors. It's the country's first women's, men's, and children's boutique fashion bazaar. It allows users to create their own fashion scrapbook, style it, and even sell it".

1.3Importance of Job Satisfaction

"Job satisfaction" is established as "the degree to which an employee feels self-motivated, pleased, and satisfied with his or her work." Employees generally are satisfied and contented in their jobs when they feel they have a stable job, are making professional progress, and have a good work-life balance.Employees are content when they get a good gross income, have job stability, ongoing professional growth, receive rewards and recognition, and are regularly provided with new opportunities. Since it meets their expectations, this suggests that the employee is content with their position. For a company to get the most out of its employees, job satisfaction for each individual is essential. A content employee always contributes more to the business, helps to reduce turnover, and promotes organizational growth. Since a contented employee strives to achieve to their utmost ability, they are always beneficial to their employer. To attract employees, employers must make sure that a suitable job description is provided, and that employees are regularly given chances to advance their careers.“Every employee aspires to a stable career path and a work-life balance at work. If a person is happy with their Startup and their position, they will go out of their way to help the organization”.

1.4Important factors Affecting Job Satisfaction

Employee psychology is linked to job satisfaction. An employee who is content and pleased at work is continually inspired to contribute more. On the other side, a disgruntled worker is lethargic, prone to mistakes, and becomes a liability for the business. The following factors and standards have an impact on job satisfaction:

a.Salary and workplace circumstances

One of the most significant determinants in work happiness is an employee's compensation and benefits package. Employees who have a fair wage, incentives, bonuses, healthcare options, and so on are more content with their jobs than those who do not. A healthy office atmosphere also increases an employee's worth.

b.Balancing Aspect

Everyone wishes for a pleasant job where they may spend time with their family and friends. Employee job satisfaction is typically ascribed to a strong work-life balance policy that guarantees that employee spends quality time with their family in addition to completing their work. This

improves the employee's work-life balance.

c.Gratitude & Respect

When people are appreciated at work, they feel valued and driven. Employees are also more motivated when their efforts are appreciated. As a result, one of the components of job happiness is acknowledgment.

d.Employment

When an employee is assured that their job will be kept even if the market is turbulent, it instills a tremendous lot of faith in them. Job security is a major aspect in employee job happiness.

e.Limitations

Employee unhappiness may arise as a result of boring work duties. As a consequence, elements such as work rotation, job enrichment, and so on can contribute to employee job satisfaction.

f.Career Development

Employees are always concerned with their career development. As a consequence, if a company helps employees and offers them more responsibility, they are more likely to be satisfied with their jobs since they know they will develop in their careers.

Job satisfaction is crucial for every organization to assess since it impacts efficiency, production, and an employee's loyalty. Companies may use questionnaires to conduct surveys to ask workers for feedback and assess if they are pleased or dissatisfied with their jobs. Companies can analyse employee happiness by asking the following questions and offering several answers, such as Satisfied, Partially Satisfied, Neutral, Slightly Unsatisfied, and Unsatisfied:

1. Were you happy with your income and benefits?

2. Were you recognized for your efforts to the company?

3. Would you think your working conditions are excellent, ethical, and productive?

4. Have you had a good work-life balance?

5. Overall how much pleased are you with the established procedures on career progression and

learning & support?

1.5 Generational Diversity in Startups – Millennials Vs Baby Boomers.

Startups have led the way for a 360 degree turn of the Job landscape. The workforce is moving towards creativity and recognition. It has been noticed that the transformation happens mostly amongst the millennials. Millennials prefer startups over multinational co operations. Millennials are considered the “lazy generation”. Born between 1981 and 2000 millennials are the most proactive users E commerce related services. The generational diversity is a debate on today’s generational workforce as no one can be completely sure about the quotient of work life balance and satisfaction amongst those who work under pressure.

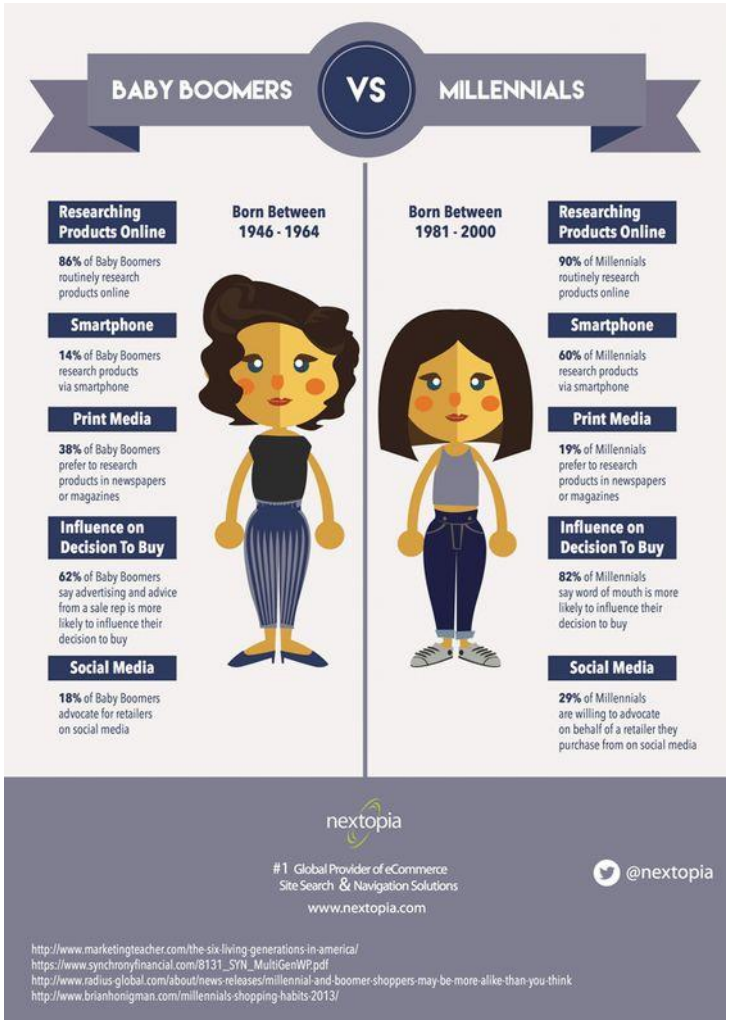
BABY BOOMERS
VS
MILLENNIALS
Researching Products Online
86% of Baby Boomers routinely research products online
Smartphone
14% of Baby Boomers research products via smartphone
Print Media
38% of Baby Boomers prefer to research products in newspapers or magazines
Influence on Decision To Buy
62% of Baby Boomers say advertising and advice from a sale rep is more likely to influence their decision to buy
Social Media
18% of Baby Boomers advocate for retailers on social media
Born Between 1946 - 1964
Born Between 1981 - 2000
Researching Products Online
90% of Millennials routinely research products online
Smartphone
60% of Millennials research products via smartphone
Print Media
19% of Millennials prefer to research products in newspapers or magazines
Influence on Decision To Buy
82% of Millennials say word of mouth is more likely to influence their decision to buy
Social Media
29% of Millennials are willing to advocate on behalf of a retailer they purchase from on social media
nextopia
#1 Global Provider of eCommerce Site Search & Navigation Solutions
www.nextopia.com
@nextopia
http://www.marketingteacher.com/the-six-living-generations-in-america/
https://www.synchronyfinancial.com/8131_SYN_MultiGenWP.pdf
http://www.radius-global.com/about/news-releases/millennial-and-boomer-shoppers-may-be-more-alike-than-you-think
http://www.brianhonigman.com/millennials-shopping-habits-2013/

Figure source - blog.clubecommerce.com, 2013

Baby boomer generation, from 1946 to 1964 is the most experienced people at the workplace who are less technologically driven but betterat doing hard work. A lot of boomers are currently retiring but there are several cases where the boomers have started or are leading a successful startup with sheer hard work and pride. Baby boomers does not like change and do resist any intention of change as they are rigid and stubborn. It is fair to note that, millennials choose startups rather than huge multinational cooperation as they seek out for new and creative work instead of monotonous work culture. Millennials are more technologically driven which makes them a fast worker. The working hours in startups are more flexible for millennials to follow through. Startups offer them to explore their choice of field rather than thrusting upon a set of guidelines. The millennials like to be felt as a part of the Team and the hierarchy system of startup isn't strong enough for millennials to take orders from any higher officials which makes their style of work acceptable andcomfortable.

1.6 Challenges faced by workforce in startups

Startups have had their own failure and successes and not everyone can succeed in their business model without any proper investor or talented workforce. The challenges and hardships faced by the startups in the recruitment of their workforce and to retain that talent is never an easy story to tell. Startups cannot offer exciting remuneration and benefits to the employees as they are unaware if the business will hit profit. Undoubtedly, they require fresh talents and hire the same from fresh college graduates who are keen to explore.

Retaining the talent is of utmost importance which startups fail to acknowledge. However breezy startup work sound, it is drastically an upturn for those who venture out in these sectors. For startups to succeed, every employee needs to work twice as hard without looking at the working hours. The satisfaction of the employees is not measured as with low staff only little work can be carried out effectively. The employees are not motivated or rewarded for their exceptional work. The remuneration factor does not offer exciting benefits and the Security of the Job is always a big question. In this following research, we will focus on these challenges and understand, which Generation is most comfortable to work in startup and who are most satisfied with the Human resource policies and strategies adapted by their organization. We would also provide several suggestions and recommendations to improve the process and expedite the high rate of retention and decrease the attrition of the employees who are being hired to fresh startups.

2. LITERATURE REVIEW

The chapter presents the review of literature referred. It discusses the findings and comments of various authors, explaining, defending or presenting arguments on Job satisfaction, challenges of multigenerational workforce, E commerce start-ups, its evolution growth, factors that affect the levels of job satisfaction, talent, strategy, entrepreneurship and variables based on various aspects, performance measures, attrition and retention of the human resource capital.

2.1 Job Satisfaction level of employees in Startup

2.2 Multigenerational challenges in workplace

2.3 E commerce Startups – Evolution and Growth

2.4 Factors affecting Job satisfaction in Startups

2.1 Job Satisfaction amongst Employees

Mustafa(2021) This research explored the effects of small- and medium-sized enterprise employees' job satisfaction on their innovative work behaviors: the moderating effects of personality", The purpose is to contribute to the debate on how job satisfaction might influence small and medium-sized enterprise (SME) employees' propensity to engage in innovative work behaviors. The authors examine the relations between job satisfaction and innovative work behavior and each of its sub-dimensions: idea generation, promotion and realization. In conclusion, the authors explore the potential moderating effects of openness to experience and conscientiousness on the relations between job satisfaction and innovative work behavior and each of the sub-dimensions of innovative work behavior.

Ileana Petrescu(2008)states that employee job satisfaction and human resource management strategies are utmost necessity for any organization. The International Journal of Manpower is a journal devoted to the study of human resources. This research examines various HRM strategies that have been shown to enhance workers' overall job happiness as well as their pay satisfaction after correcting their personal, job, and firm characteristics. These effects, however, are solely felt by non-union members. Employee satisfaction with compensation is higher in organisations that use performance-based pay and seniority-based incentive schemes. The impression of an unjust pay structure is associated with a considerable decrease in both nonunion members' overall work

satisfaction and pay satisfaction. Although HRM policies can increase worker happiness, if pay disparities in the workplace increase, nonunion members may feel poorer job satisfaction. The data sets used in the study are cross-sectional, demonstrating the influence of HRM practices on job satisfaction at a certain point in time. As a result, dynamic impacts are missed. The study concludes by stating empirical literature on the effects of HRM practices, with an emphasis on the effects on overall job satisfaction and pay satisfaction. The use of two distinct data sets to draw complementary empirical results is a novel feature.

Mehra(2019) Asks an important question in the research as what impact do age variations play?" The authors defined and explored organisational communication as communication that occurs in interactions between employees. The purpose of this paper is to investigate the impact of the generational category that managers in India belong to on their job satisfaction and satisfaction with organisational communication. The authors aimed to discover and concluded the findings by analysing the changes in attitudes toward and expectations of organisational communication between generations, that, in turn, influenced their work satisfaction.

Manimala and Bhati (2011)discover various unique tactics that have been applied by several social companies to offer a culture that attracts and retains talent in their working paper". The majority of these initiatives are predicated on providing incumbents with a "partnership paradigm." Among these tactics are: - Recruiting people who share your vision and values. Offering stock shares to workers in order to instill a sense of ownership in them;

- Allowing employees to participate in decision making; and offering attractive fringe perks to incumbents.
- Locating employees among the recipients
- Within the organization, creating entrepreneurial opportunities for workers

2.2 Multigenerational challenges in workplace

Swathi Ravichandran (2021) scrutinizes and states that people from several generations work in the tourism industry, including Baby Boomers, Generation X, Generation Y (Millennials), and Generation Z. Individuals from different generations have different attitudes, cognitions, and behaviors, which can have an impact on workplace dynamics such as preferred methods of training and development". For example, Generation Y, individuals born between 1981 and 1999, were

raised in a high-tech, neo-optimistic age and are technologically savvy; Baby Boomers, on the other hand, are resistant to change and are not technologically savvy. This article looks at the characteristics of the many generations that make up the tourism workforce, as well as effective training and development programmers for these generations. The benefits and drawbacks of successful training programmes are given in conclusion.

Garvin (2013) objectifies and examines generations and statesGen Y, prefers organisations where elders have an active role in directing routine and convenient job exchanges that focus on their wants and requirements. “Furthermore, according to a Google representative's longitudinal report, the administrators' ability to direct normal professional conversations with their subordinates/workers is one of the significant administrative practises that affects the workers' happiness and leads to more prominent fulfilment at work. The research is concluded by giving productive suggestions that exhibit on multi-generational work-force in ITindustry-based critique that aids in one's vocation development which was was also discovered in another study focusing on Gen Y”.

Subodh Saluja(2019) This research focuses onbusinesses to manage people efficiently and successfully, they must manage a diverse workforce and build an inclusive work culture. Managing people with a diverse set of skills and who are unique to the firm is a challenge. “As a result, understanding how to handle workforce diversity is crucial for firms. Organizations must take use of generational differences in the organization's best interests. The study of the Indian workforce's generational diversity is still in its early stages, whereas social researchers in the West have essentially discovered the generational classifications of their workforces”.

Alizah Anugrah Putri(2020)studies on the Millennial Generation's perspective of the Impact of Job Satisfaction in the Workplace on Organizational Performance. According to their birth years, the millennial generation has been the fastest growing sector of the workforce for a number of years and will do so in the future.AON, a pioneer in human resources consulting, predicts that by 2025, Millennials and younger generations will make up to 75% of the workforce composition that was formerly occupied by Gen X or Baby Boomers. Due to this circumstance, it is essential for a company organization to comprehend how to adapt, grow, and study what attracts and keeps millennials in order to hire the top talent or workforce based on job qualification and preserve their pleasure in the workplace. Workplaces may have productivity problems if they don't adapt to a workforce or employee with various views and expectations(Stewart, Oliver, Cravens, & Oishi, 2017). As a result, the purpose of this study is to better understand the significance of job satisfaction

in the workplace from the perspective of the millennial generation, as well as to determine which job satisfaction dimensions have a major influence on pleased millennial workers. Furthermore, think about the total influence of work satisfaction on organisational performance. Using the purposive sample approach, data was obtained from respondents through questionnaire with numerous characteristics such as being a male or woman, working in Bandung especially in the Food and Beverage industry, and being between the. (generation Y or millennial generation). The acquired data was examined using descriptive statistics and multiple linear regression. The findings indicate that four dimensions of job satisfaction, such as promotion, pay, supervision, and coworkers, which were used as independent variables in this study, have a significant influence on organizational performance, with those independent variables explaining approximately 80 percent of the dependent variable.

2.3 E commerce Startups – Evolution and Growth

Hamilton(2001)has discussed and stated that start-ups are often funded by angel, private equity, and risk capital companies. It is also believed that the source of money has a cultural impact in firms, which might affect hiring. Despite the fact that self-financing individuals are more honest and concerned about their employees, sales and profits remain the major emphasis of cash flow, shifting the focus away from employee knowledge generation and toward competitive remuneration. While organisations with risk capital funds are more concerned with developing a brand image and creating enthusiasm around it, risk capitalists are more focused with obtaining quick profits. Instead of hiring on the basis of competences and abilities, they generally hire “big names.” It also includes a table that illustrates the effect of money source on organisational culture. In conclusion the author claims that the knowledge base of ecommerce enterprises is their most valuable asset, and that financing source has an influence on the culture of the ecommerce company organization

BhattacharyaSourabh(2015)does a thorough study and analysis that E-commerce has become a disruptive force by making many changes to established business structures and increasing client happiness. It is rapidly increasing, fuelled by an increase in telecommunications and internet connections. E-commerce has benefitted a variety of businesses, including travel, banking, media, advertising, and retailing. E-commerce has been included as another channel for increasing sales and customer satisfaction in these companies. E-commerce in conjunction with social media platforms has shown to be an extremely efficient technique of engaging with customers. Ecommerce also helps

players with effective data mining. Data mining allows players to make the best decisions possible based on thorough analyses on client data. Currently, E-commerce businesses, like offline players, are attempting to include atmospheric elements in order to elevate client pleasure to customer joy. However, even with such a beautiful outlook, there are certain hurdles in the road of the juggernaut known as E-commerce. These obstacles must be overcome in order to create a much larger market. This in conclusion comprehend the many trends in the E-commerce business, the elements that have contributed to its growth, and the underlying obstacles.

SamtaniG(2002) "Collaborative E-commerce, according to the author, is defined as the dynamic formation of trade connections with new partners, both public and private, as well as process automation, increased adaptability, and flexibility given by open architecture-based integration middleware. It goes on to say that the new online economy's new rules of engagement necessitate a complete transformation of a legacy company into an e-business driven company, that technology will play a critical role in this transition and transformation, and that it may shift the focus from a cost of doing business to a way of doing business".

Behl(2019)"A case-based approach to the adoption of big data analytics by e-commerce firms as a conceptual framework. E-Bus Manage Inf Syst 17, 285–318 (2019). Significantly faster. In their growth narrative, big data has functioned as a catalyst. Big data analytics (BDA) has enticed e-commerce companies to invest in the technologies in order to acquire a competitive advantage. The process of e-commerce start-ups adopting these BDA solutions has piqued curiosity, since effective adoption would lead to greater outcomes. The goal of this research is to create an interpretative structural model (ISM) that will serve as a framework for BDA implementation. The framework was created and evaluated using hybrid multi-criteria decision-making methodologies and a real-world case study. 11 facilitators of BDA tool adoption were identified after a comprehensive review of the literature and conversation with experts. Primary data was gathered from industry experts to create an ISM framework, and fuzzy MICMAC analysis was used to determine the adoption process facilitators. The framework is then put to the test via a case study. According to the findings, access to relevant data is the framework's base and would be the most important facilitator in the adoption process, while the organisation considers worker technical skill to be the most important enabler".

2.4 Factors affecting Job satisfaction in Startups

Dr. Renuka Vanarse(2019) The study of human behaviour in the workplace has shown crucial factors that may aid or hinder employee performance. “This approach is relevant when examining the quality of human resources, which is a critical factor in the organization's performance. In this book, management, organisational commitment and job satisfaction are frequently assessed in order to study employee performance. Because teaching faculty members are the primary sources of human resources and are also responsible for educating nations' intellect, these two factors are more important when studying aspects related to academic institutions, particularly universities and affiliated colleges and technical institutions affiliated with the university. The demographic quality of a country, notably India, impacts its progress. which account for more than 60% of India's population”.

Thu Vo(2021) identifies and states that despite the fact that people are better happy in a small workplace, startup organisations nevertheless face several obstacles when it comes to finding and maintaining competent staff. Knowing that people are becoming increasingly key to a company's competitive edge, particularly for companies that rely on innovation, gauging employee job satisfaction and their desire to quit is critical. “Despite the fact that research demonstrates the association between work satisfaction and although turnover intention is not a new concept in the area, there is a scarcity of attention paid to it in a tiny number of publications. The study's conclusion is to look at the elements that impact work satisfaction from the employee’s perspective and its overall effects on their intention to leave in a startup”.

Alzalabani(2019)states that not all business owners have the knowledge and experience to manage human resources in an environment where employees come from a wide range of backgrounds and cultures, and so can work for goals other than the company's mission unless they are truly invested in the job task or values. Furthermore, traditional HRM procedures are usually viewed as a suffocating environment for corporate workers, jeopardizing freedom and innovation.

Dhrity Gulati Ahuja (2019) examined that job happiness is the most important component for every organisation seeking excellence and success in any topic or field. Employees must be content, and as a critical asset to an organization's success, they must be well-integrated and nurtured inside the system in order to contribute effectively and efficiently to its performance and efficiency. “Employee satisfaction refers to an employee's enjoyment of his or her work environment and climate; this may be due to his or her informal structure, such as coworkers and bosses, who enable him or her to perform efficiently in his or her job”. This may also permeate cognitively, resulting in emotional

fulfilment, which keeps him content at work. Several study articles have shown that today's private management institutions are on a downward trend due to the significant mobility of its qualified and bright employees.

3. DESCRIPTION OF BROAD AREA

"Smaller companies and start-ups that are unable to focus on and pay attention due to limited resources to changing environmental parameters" (Dahlander& Gann 2010), (Chesbrough, 2011). "Even smaller companies benefit from flexibility, organic structure, market proximity, dynamism and motivation" (Rothwell, 1989)." "

In emerging economies, start-up companies will have to pursue unique innovation goals and strategies. (Khandwalla, 2004). Organizations will have to adopt new approaches to diverse dimensions of organizational design in order to achieve an ongoing stream of lucrative organizational and technical innovations. Innovative redesign of organizations may be necessary to enhance productivity. Organizations have a good innovation strategy and should concentrate on product diversification, a unique and cost-effective competitive strategy as suggested by Porter(1980).

The founders of start-up, are very skilled in their expertise, but they can calibrate and manage the company's innovation process, protecting it from deep precarious situations and supporting the company's innovation culture" (Thom, 1990). The objective of this study was to explore certain variables that could impact the company's innovation capacity and performance. The aim of the study is to demonstrate the diversity of the work values of baby boomers, X-gen and Gen Y throughout the three generations.

In this study, our focal point would be to acknowledge the facets of the movement of multi-generationalindividuals in startups and to analyze the expectations through extensive pivoting of job satisfaction. The aspiration of employees and their expectation from their respective companies are a huge matter of concern today. Many multi-national companies offer exciting outlook and culture to attract the best talents and efficient workforce. Startups, on the other hand, provide a comprehensive digitization strategy and expect a dash of innovation from their employees. Indian startups depend

on fresh graduates who are keen to explore their area of research and create their own brand and in order to attract, develop, motivate and retain the talent from different generations in theirworkforce.

4. Research Methodology

4.1 Research Objectives

1. To identify the job satisfaction factors in e-commerce startups in India.
2. To examine multigenerational aspects with context to job satisfaction.
3. To recommend human resources practices, to enhance job satisfaction level for multigeneration in e -commerce startups.

4.2Design of the Study - The research design lays out the groundwork for data collection, evaluation, and analysis. The overall operational pattern, also known as the research framework, specifies what data should be gathered from various sources and procedures.
The current study will be conducted using a descriptive research design.

4.3Sampling- Sampling is the selection of a "subset of the population of interest" in a research study.The sample design for this study will a non-probability sample design.
Sampling Technique- Convenience sampling technique will be used to acquire accurate data from startup entrepreneurs.

4.4 Sample Size - Sample size of total population will be - 500 (the data and information will be collected from employees working in E commerce Startups in India. The connections would be mad through references and LinkedIn Connections.

4.5 Data Collection - Primary data will be collected using a well-structured interview schedule that was duly filled out by employees of various backgrounds who were chosen based on important aspects of their occupation, education, age, and other socio-economic backgrounds in order to meet the set objectives.A set of secondary data would be collected from Case studies and journal references.

4.6 Type of questions used in Questionnaire

i) Open Ended

ii) Closed Ending

iii) Ranking method

iv) Likert scale

4.7 Statistical Techniques- Main statistical that we will try to use will be used in data analysis: descriptive statistics, which summarizes data using indexes such as mean and median and another is inferential statistics, which draw conclusions from data using statistical tests such as parametric and non-parametric.

5. EXPECTED OUTCOME OF RESEARCH

During the early years of a startup, minimal structures and limited funds are the norm, and proper team selection is critical to moving the concept forward. On the one hand, it is critical for start- ups to properly plan the recruiting process and parameters; on the other hand, branding oneself to attract the correct pool of talent is a difficulty. Given the enormous expansion of this market while also having personnel acquisition and retention challenges, both internal and external variables are critical for ecommerce Startup firms. This research would be exploratory in nature and in its early stages, with the goal of providing documented confirmation of particular HRM practices used by Indian ecommerce companies. It also provides recorded information on the talent criteria and generational diversity that these firmswant.

This research will be useful to both professionals and scholars in crafting testable hypotheses and may also aid in the development of a model. It may also assist in providing some insights to industry practitioners. Although industry practitioners may be aware of some of the topics included in this study, the correlations between various practices and activities may aid in providing some insights.

This study may serve as a wake-up call for startup executives, who may want to hold generational diversity awareness training sessions for their staff to make them more conscious of generational inequalities. Employees will have a better awareness of their coworkers from different generations, their working patterns, work ethics, value preferences, and so on, which will help to eliminate dysfunctional interpersonal confrontations and increase organizational efficiency.

This study may aid Indian startups, or at the very least, the dimensions examined in this study indicate that their approach to many aspects of organizational design is on the correct track. Firms with a strong strategic direction as well as methods and cultures that encourage innovation have demonstrated a great ability to develop newgoods.

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